

Spring 2015

# An Ethnographic Examination of Marquette University's Housing Crunch

Colleen Pate  
*Marquette University*

Follow this and additional works at: [http://epublications.marquette.edu/english\\_3210ur](http://epublications.marquette.edu/english_3210ur)

---

## Recommended Citation

Pate, Colleen, "An Ethnographic Examination of Marquette University's Housing Crunch" (2015). *3210 English Undergraduate Research: Ethnography of the University*. 25.  
[http://epublications.marquette.edu/english\\_3210ur/25](http://epublications.marquette.edu/english_3210ur/25)



# The Marquette Housing Shortage: An Ethnographic Examination of Marquette's Housing Crunch

Colleen Pate  
Marquette University

## Questions

1. Why is there a housing shortage at Marquette University?
2. Why does the university admit more students than can be accommodated?
3. Has this always been a problem?
4. What, if anything, can be done to fix this problem?

## Introduction

Deciding upon my transfer to Marquette that I would not participate in the off-campus housing craze that begins like clockwork every September, Marquette's University-Owned Apartments seemed like a perfect fit for me. I could live on campus, have a furnished apartment and whatever lease length I wanted without any upcharges or financial penalties; all I needed to do was sign up during my allotted signup time and my spot was basically guaranteed. Or at least that was the narrative I was told by university officials. However, the quick announcement of the conversion of Humphrey Hall into an underclass student residence hall just before the apartment lease renewals and sign-ups threw a wrench in my housing plans for my junior year at Marquette.

Through the experience of trying to get a university-owned apartment, struggling to get off the Campus Town waitlist and being unable to find equivalent off-campus options, I came to my main research questions.

This research project seeks to answer the question of "What factors are responsible for the housing crunch at Marquette University?" and how can we, as a university, find a feasible and responsible solution to this problem. Through research, data analysis, interviews and my own experience of housing and its shortcomings at Marquette University, this project has been eye-opening about the long-term consequences of Marquette's housing storage as well as the opportunity that the university has to use this housing problem to solve a multitude of problems that it's been facing.

## Methods

- Research on history of Marquette's housing shortage
  - Marquette Tribune
  - Milwaukee Journal-Sentinel
- Interviews with University Officials
  - Mary Janz, Executive Director of Housing and Residence Life
  - Adam Stout, Admissions Counselor
- Examination and comparisons of Marquette's university statistics
  - Marquette University Financial Performance Report
  - Student Demographics
  - Headcount Enrollment Census



Figure 2: McCormick Hall, where mostly female transfer students were housed in student lounges.

## Conclusions

- Marquette University admits (and occasionally, enrolls) more students than there are spaces for because there needs to be a freshmen class of at least 1950 students to remain financially stable.
- The University currently operates at 99% housing capacity.
- The University filled every female space in residence halls during the Spring 2014 semester, with overflow students living in community lounges in the beginning of Fall 2014—there needs to be more spaces available for female students.
- There is not enough space in residence halls to accommodate the proposed increased class size for Fall 2015.

“If one more female student had enrolled here, there wouldn't have been an available space... and that just can't happen.”

Adam Stout, Admissions Counselor

## Proposals for Change

- Make efforts to become a less-tuition dependent institution
- Ungender residence halls to make more space for influx of female students
  - Instead of gender-exclusive floors, split floors by gender in residence halls with private bathrooms
- Act as a national university, rather than a regional one to fix admission's yield erosion
  - Become a more attractive and accommodating university for non-Wisconsin and Illinois students
  - Keep residence halls open during Spring Break
- Recognize that there are problems with the university-owned apartment selection process
  - Short term: establish resources for upperclassmen who want to find an apartment actually equivalent to university-owned apartments
  - Long term: create more upperclassmen housing



Figure 3: Humphrey and McCabe Halls, Marquette-owned student residences.

## Results

Historical research from student and city newspapers yielded the following information:

- Marquette decided against building a new 400-bed residence hall in 1993 because officials believed there to be enough space for Marquette students.
- In 2004, a group of first-year students lived in the Hilton Hotel for a portion of the fall semester due to an unexpectedly large class size that year.
- The decision to switch Humphrey Hall from upperclass student apartments into first-year and sophomore dorm rooms and McCabe into one-bedroom and studio apartments took into account only the immediate needs of the incoming student body without considering the effects it will have on upperclass students in the long run, as it eliminated guaranteed housing for 256 students.

Interviews with university officials and Marquette's online data revealed:

- The university is heavily financially dependent on student's tuition to pay off its yearly operating expenses, with the university estimating that there will be only around \$41,000 dollars leftover (Figure 1).
- Because of the connection between first-year enrollment and the university's finances, the Office of Residence Life prioritizes underclass housing concerns rather than looking for long-term solutions for upperclass students.
- University officials believe that the off-campus apartment market in the nearby neighborhood is equivalent for upperclassmen students, despite the large disparity between rent prices (similar off-campus apartments are often at least \$100 more per month).
- As more female students are attending college than male students, Marquette's system of gendered housing is disadvantaging female students as there is nowhere for them to live at Marquette.

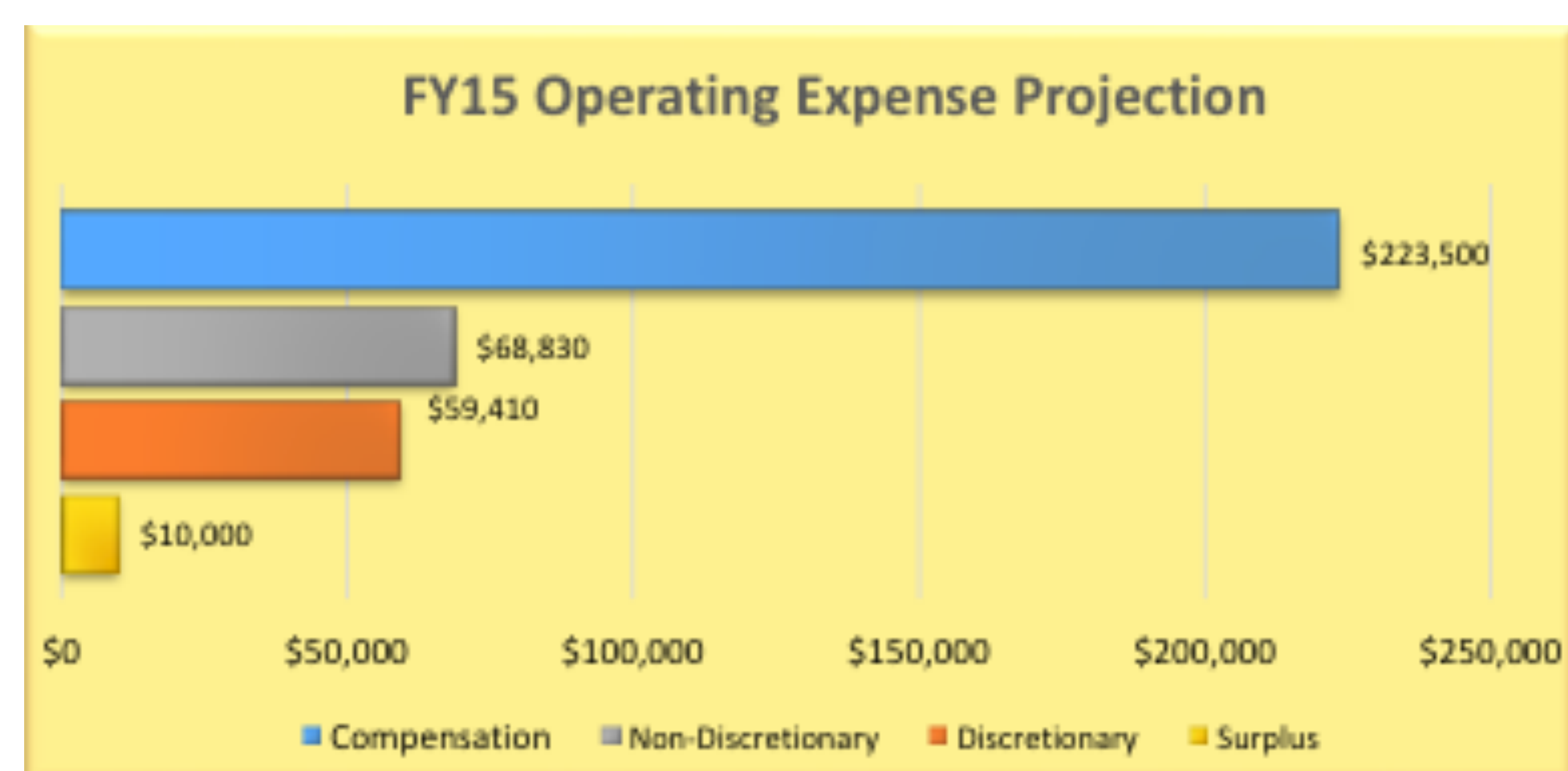
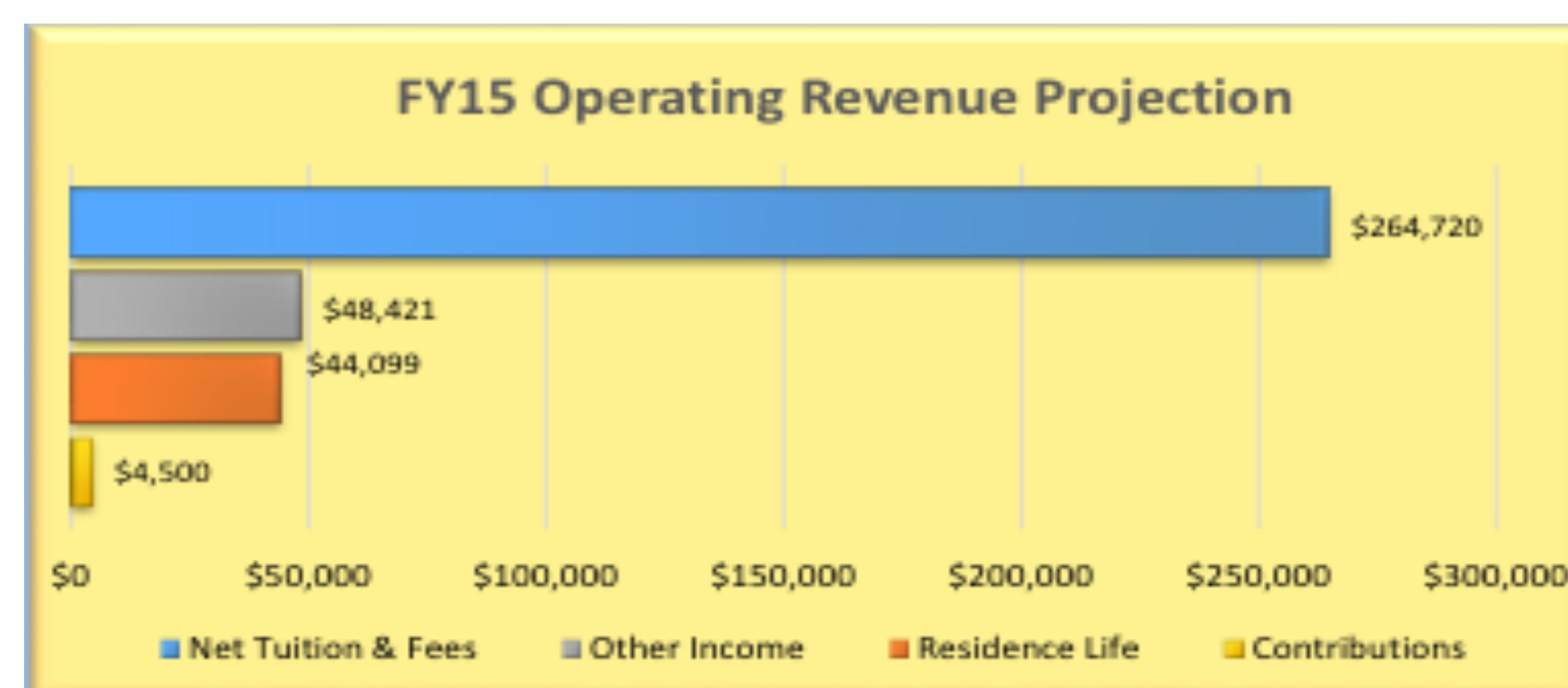


Figure 1: Marquette University Operating Budget Projection for 2015.



## **An Ethnographic Examination of Marquette University's Housing Crunch**

Colleen Pate

It began the day before classes started in August. “Where are you going to live next year?” was the question on everyone’s lips and, as I had just transferred to Marquette four days before, I did not have an answer. The sophomore class had a collective heart attack all through September, dragging their friends and parents on tour after tour and straining to sign unaffordable leases. Having just met my three roommates on Saturday and still unsure of their last names, I actively avoided conversations about housing with these young women, unsure if I wanted to participate in the housing craze that had overtaken my peers. I came up with a host of excuses, citing my newness to Marquette, the (incredibly slim) chance that my sister would come to graduate school in Milwaukee and, being an early riser as reasons to put off finding an apartment eleven months before the start of the next school year.

It was reassuring when my resident assistant put up fliers and sent emails about apartments owned by the university; it seemed like an easy and perfect fit. I could live on campus, have a furnished apartment and whatever lease length I wanted without any upcharges or financial penalties; all I needed to do was sign up during my allotted signup time and my spot was basically guaranteed. Or at least that was the narrative I was told by university officials. Despite the decision to convert a large university-owned apartment building to a dorm in late October, only two weeks before housing selection began, my three roommates and I were confident that we would get the unit we wanted for the four of us, thanks to my early sign-up time and their live updating system showing the available apartments.

By the time I logged on to select our apartment at five o’clock, all the two bedroom apartments, from all of the university-owned buildings, were filled. There were a handful of units

left at five o'clock but selection was supposed to continue for three more hours. It was once I told my other roommates that it dawned on me: now it was my turn to freak out about housing, and I was beginning my search two months late.

In what follows I first describe my methods used in identifying and researching Marquette University's housing shortage. I sough out three distinct types of data: historical data from newspaper articles; in-person interviews with university officials; and publically available statistical data on university finances and the student demographics of Marquette. Secondly, in my four-part findings section I address the historical nature of the housing shortage, the impacts of the university's tuition-dependent financial model, the problem with having gendered residence halls at Marquette University, and Marquette's conflicting institutional identity. Lastly, I conclude my paper with four main proposals for change to begin to solve the problem of Marquette's housing shortage: financially restructure the university; ungender certain residence halls; act as a national university instead of a regional university; and recognize the problems with upperclass student university housing and plan long-term to create new residence halls as well as more campus apartments.

### **Research Questions**

It was this experience of feeling deceived by university officials who were supposed to be guiding me through my search for housing—whether these feelings are legitimate or not—that led me to my original research questions:

1. Why is there a housing crunch at Marquette University?
2. Has it always been this way?
3. What, if anything, is being done to change this?



## **Methodology**

### **Research Design**

To conduct my research, I decided that a mixed-method approach would be the best way for me to gain a well-rounded view of the housing crunch at Marquette. While I originally thought I would be interested in conducting student surveys, early on in my research I realized that student opinions were not at the heart of the Marquette housing shortage—facts were. I recognized that I came to my original research questions from anger and frustration with the housing selection process for junior and senior students, so I wanted to make sure that I understood—to the best of my ability—the historical and financial factors that have shaped this issue. I settled on seeking out three different types of data: (1) historical data in the form of newspaper articles; (2) in-person interviews with university officials; and (3) examining university-provided statistical data on their students and finances.

### **Data Collection and Analysis**

First, I went through archived articles from the (now defunct) *Milwaukee Sentinel* and the *Marquette Tribune* to search for articles pertaining to Marquette's residence halls and apartments. I chose to search through the online backlog of both publications' articles because I wanted both a student and community perspective on housing at Marquette University, which were expressed through news articles, editorials and op-eds from as early as 1993 to last semester. This search led to seven pieces that I examined closely for background information on the housing situation at Marquette. After skimming many more articles, I picked these seven because I found them to be more fact-based than some of the other op-eds and editorials and I primarily used this historical data to create a timeline of sorts to track when this housing crunch



really began. These articles informed both my research into the background and history of Marquette's housing shortage as well as shaped my interview questions for both interviews I conducted on February 12, 2015 and February 16, 2015.

Second, armed with the information I had gained from these two publications, I scheduled in-person interviews with Adam Stout, an admissions counselor, as well as Mary Janz, the Executive Director of Residence Life at Marquette University. Early on in my research, I noticed the link between the Office of Admissions and the Office of Residence Life, as this problem seemed to stem from being a combination of too many students and not enough space at Marquette. I relied more strongly on Stout's interview than Janz's interview and my analysis of these interviews led to the development of these five coding categories that highlighted themes that had been recurring throughout my research thus far:

Coding Categories	Example from Adam Stout Interview
Demographics of both admitted and enrolled students	"Our bread and butter population are the Chicagoland and Wisconsin students...that's really challenging because that population is getting smaller and smaller, we are going to have to either admit more students to enroll at Marquette or look elsewhere in other populations to try and reach that goal."
Changes in attitudes regarding higher education	<p>"Students apply to more colleges than they ever had before. In 2003, students maybe applied to 3 or 4 schools, now they're applying to 20."</p> <p>"There has been a huge shift in higher education right now and you're seeing it in the UW-system, just a sense from the general public and society that universities just need to buck down and figure out how they can lower their costs, but it's not as though Marquette is rolling in cash."</p>



Institution Finances	“Marquette is not in the position or in the business of making money so if we don’t hit the number and it’s lower than our budget then we can’t support any type of growth or capital projects that we have.”
Methodology of admissions	“Admissions has turned in the past five years to a lot of predictive modeling and enrollment management...it’s a combination of an art and a science.”
Enrollment yield	“Marquette in general has made it more selective but regardless, yield has really diminished.”  “Yield is eroding.”

*Figure 1.* Qualitative coding categories emerged from analysis of Adam Stout’s interview.

As I continued with my interview with Janz and made progress shaping my view of the housing shortage, I focused less on pursuing more information regarding the second coding category because while it is an interesting and important attitude, it became clear that these attitudes had little to do with the housing shortage.

Third, I examined the quantitative data published (and in one case, provided to me personally) by the university, primarily three sets of documents: the Marquette University 2015 Financial Performance Report (given to me by Stout during our interview on 2/12/2015); student demographic statistics; and the Headcount Enrollment Census. I did not run any statistical analysis myself but used this information to inform, confirm—and in some cases, reject—the claims made by Stout and Janz.



## Findings

### *Historical Look at Marquette's Housing Shortage: Not a new problem, but worse than ever*

As I began my search into the history of the housing crunch at Marquette, I learned that while this is not necessarily a new problem, it is an unprecedented one. Although housing issues and shortages have plagued the university for the past decade, university officials decided against building a new 400-bed residence hall in 1993 because at that point Marquette “had enough space for it’s students”, which was briefly detailed in an article from the *Milwaukee Sentinel*:



Figure 2. Marquette drops plan for new dorm (1993). This figure, taken from the *Milwaukee Sentinel*, reports the decision to halt plans for a new dormitory.

The decision to scrap plans for a new residence hall in 1993 had consequences for the university and—perhaps more importantly—for the students eleven years later. In 2004, there was an unanticipated amount of students who enrolled at Marquette, leaving the university with a massive class of first-year students, and nowhere to put them. A group of students spent a portion of their first semester at Marquette living in the nearby Hilton Hotel because of the unexpectedly large class that year. Learning this early on in my research begged a seemingly obvious question, “Why doesn’t Marquette just admit fewer students to minimize the chances of an overly large class one year?”



The answer is: Marquette can't afford to.

***Financial Sustainability and Enrollment: The Impact of Severe Tuition Dependence***

To seek out an answer to this question, I conducted an interview with Adam Stout, a Marquette admissions counselor and graduate of Marquette University on Thursday, February 12, 2015. He explained the admissions process and allowed me to look through a recently conducted campus study by Huron Consulting Group, a Chicago-based global management consulting company, but he was not allowed to provide me with my own copy of the study. The study contained graphs tracking the lower admittance rates and the diminishing enrollment yield of students for the past decade. While for the 2015-2016 academic year Marquette accepted 57% of applicants, Stout said, "yield is eroding", with yield referring to the amount of students who are admitted to Marquette and submit a deposit for the academic year. According to the Huron Group Study in 2003 Marquette accepted about 90% of students and in 2013 the university accepted 57% of the 24,000 applications but only 15% of those admitted students enroll at Marquette University. Stout explains that although "Marquette in general has made it more selective...but yield has really diminished." And he's absolutely right.

But Marquette's situation, like many of the comparable schools included in the Huron Group study, appears direr than Stout explicitly stated in the interview. Diminishing yield at Marquette is such a concern that the university is "in the process of hiring a new Vice Provost of Enrollment Management" who is someone whose job it is to work on strategies to increase enrollment. Stout explains diminishing enrollment yield as a problem facing most universities because "more students apply to more colleges than they ever had before. In 2003, students maybe applied to three or four schools, now they're applying to 20." He claimed, "students across the United States overwhelmingly go to school within 90 miles of where they live" while



simultaneously branding Marquette as a “national school” as opposed to a regional school. To me, this sent a conflicting message as Stout began our interview by explaining why Marquette is struggling to enroll students. He explained this conflict,

The demographics in the United States are drastically changing so there are less students, particularly in the Midwest. The Midwest has a drought of new college-age and college-going students. Our [Marquette’s] bread and butter population is the Chicagoland and Wisconsin students...and that’s really challenging because if that population continues to get smaller and smaller, it’s very likely that we are either going to have to admit more students to enroll at Marquette or look elsewhere in other populations to try and reach that goal.

Essentially, Marquette cannot afford to enroll less than the 1,950-2,050 first-year student goals. As Marquette’s “bread and butter” regional student population, as Stout calls it, is drastically changing—and largely disappearing—is it a stretch to call Marquette a “national school”? Because Marquette is a not-for-profit institution and is heavily reliant on tuition revenue, the university seeks to enroll more and more transfer students in coming years to gain more revenue for the operating budget. However, Stout admits that “there’s an opportunity to support transfer students more than we have” once they transfer to Marquette, through programming and courses.

As the majority of Marquette’s operating revenue comes from student tuition, once the yearly expenses are paid the graphs below show that the university—if the target amount of students are enrolled—will have a little more than \$40,000 left over.



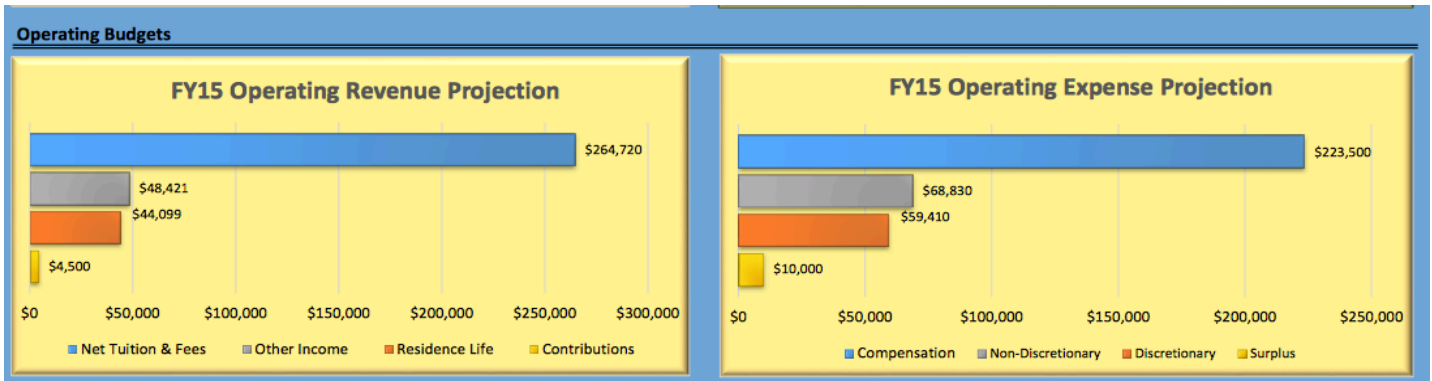


Figure 3. Marquette University Financial Performance Report: Operating Budgets (2014). This figure, published on the university website, illustrates the university's financial dependence on tuition money.

Marquette is heavily dependent on money from student tuition, but this is apparently not considered to be unusual, as Stout says, “it has to be this way.” However in Marquette University’s Financial Performance Report, the treasurer states that while the university’s financial situation is currently stable “there is a strong dependency on net tuition revenue generated by enrollments to balance the budget. The university needs to diversify its revenue streams by increasing gift contributions, investment income, grants, endowment income, and other income sources”(Marquette University). To supplement tuition funds, Marquette is trying to increase gifts to the university and corporate sponsorship of Marquette affiliated programs to supplement tuition funds.

### ***The Problem of Gendered Residence Halls: Separate and Increasingly Unequal***

While these graphs and interviewing Stout answered the question of why Marquette cannot admit fewer students, it led to more complex—and more troubling—questions. On a surface level, the simplest explanation for the housing crunch at Marquette is that the university simply does not have the space in residence halls to accommodate the number of students they need to enroll to remain financially stable. The university housing capacity was at 99% during the fall semester of 2014, and that was with students living in makeshift rooms in community



lounges according to Janz. I spoke to Janz and her colleague Sean Berthold, on Monday, February 16, 2015. Janz is the Executive Director of Housing and Residence Life at Marquette and she was an integral part of the plan to convert Humphrey Hall, a university-owned apartment building into a residence hall for freshmen for the upcoming academic year. Despite this, the president of Marquette University, Michael Lovell, recently announced that the College of Health Sciences and the College of Engineering are striving to enroll one hundred additional students for this upcoming year, according to Janz.

Upon hearing this, more questions were formed. Where are these students going to live? Does this indicate that the university doesn't view the housing crunch as a problem? Will the university continue to rely more heavily on the off-campus apartment market to house the junior and senior students who have increasingly less available space on campus?

The majority of students, both first-year and transfer students, having to live in these converted spaces were young women, because the housing space at Marquette is gendered. Stout explained that during the spring semester of 2014, the very last female space at Marquette was filled. "If one more female had enrolled here," Stout said, "there just wouldn't have been an available space." Afterwards, he verbalized my own shock by stating, "And that just can't happen."

The male to female ratio of the student body at Marquette University is starting to reflect the national trend of more women attending universities than males. In 2014 the Pew Research Center reported that despite the rise of college enrollment rates among young people in the past few decades, "females outpace males in college enrollment"(Lopez). At a university like Marquette, where the gender breakdown has, historically, been split at around 50/50 until recently, Stout attributes the relatively even gender ratio to a "mix of majors that attract some

males and some females.” Marquette’s College of Nursing and the College of Health Sciences has historically attracted female applicants to Marquette and the College of Business and College of Engineering is “overwhelmingly men”, while the College of Communication and College of Arts and Sciences are more evenly divided. However, with more women entering business and engineering fields, Marquette’s enrollment of females are—finally—beginning to reflect the national trend of more women attending college than men. In 2011, 50% of the incoming class was female but by 2014 that number had increased to 54%, and will keep rising (Marquette University).

The problem with this is that Marquette divides its residence halls by gender. There are two single-sex residence halls—O’Donnell Hall for males and Cobein Hall for females—and the rest of the buildings are gendered by floor, except for one floor in Straz Tower, where I live. Living on a co-ed floor in the Dorothy Day Social Justice living-learning community has been an incredible experience and the best possible decision I could have made as a transfer student, new to the Marquette community. Despite it being a wonderful experience, it has always been the norm in my life that males and females occupy the same space because, in every other aspect of life, they do. While I understand that dividing the genders into two distinct groups has long been apart of Catholicism, and Marquette is a Catholic, Jesuit university, having gendered housing at Marquette has the potential to be—inadvertently—discriminatory against the female student population.

Marquette’s non-discriminatory policy claims that the university “does not discriminate in any manner contrary to law or justice on the basis of gender,” but I question this, as in all of the interviews I’ve conducted university officials discuss the trouble placing female students in permanent living situations, not males. Throughout the year I’ve seen for myself that there are



empty and half-empty rooms in O'Donnell Hall and Schroeder Hall, usually on male floors because they are not filled to capacity. Janz said that Residence Life accounts for the gender divide by occasionally “flipping a floor”—making a floor that had previously been all male into an all-female floor—to make room for more female students. However, the gender gap at Marquette, and other universities across the United States, is projected to keep growing and eventually “flipping floors” just will not be a good enough short-term solution to this long-term problem.

***Marquette's Identity Conflict: A Regional or National Institution?***

As I am not from the Midwest and at Marquette University—a school with an overwhelmingly ethnically, geographically, and culturally homogenous student population—students like me are a rare breed. In our interview Adam Stout explained to me that “Institutions are defined by where they get students so some are regional institutions, [and] Marquette is a national school.” Ever since our interview three months ago, this claim has bothered me because it doesn't seem to be completely true. In my experience, almost anyone I've met at Marquette is from either the suburbs of Chicago or Wisconsin and I can count on two hands how many other students from either coast in the year that I've been a student here.

According to Marquette's enrollment census, 30% of students who enrolled for the 2014-2015 year are from Wisconsin, 38% are from Illinois and 15% are from other Midwest states (other Midwest states being: Iowa, Indiana, Kansas, Michigan, Minnesota, North Dakota, Nebraska, Ohio and South Dakota) (Marquette University). These numbers tell me that 83% of Marquette's student body comes from eleven states within the Midwest, suggesting that Marquette is perhaps not as national of a university as it believe itself to be.

It's not good for Marquette to be such a regional university; an institution experiencing the enrollment yield erosion that Marquette is should be trying to diversify its applicant—and later, student—base in order to enroll as many students as needed. During our interview, Stout draws a comparison between Marquette and the University of Wisconsin-Madison, the flagship of Wisconsin's state university system and the 4<sup>th</sup> largest research institution in nation, painting Marquette as the national school and UW as it's regional counterpart. However, Marquette closes all of its residence halls but one for spring break, forcing the students from the other 39 states and students from “over 70 countries” off campus during the break, while UW-Madison, a school with 67% in-state students, stays open for students over spring break. Despite being an allegedly “regional institution”, UW is more selective and has an enrollment yield over three times higher than Marquette's. Of the 47.5% of students admitted to the University of Wisconsin, 43.3% of those students chose to enroll there (University of Wisconsin), compared to Marquette's 57% admittance rate and 15% yield. As the eleven aforementioned states that are home to the overwhelming majority of Marquette students do not have enough college-aged people to support and sustain Marquette's target class sizes, why does Marquette claim to be a “nationally attractive” school, if it hasn't really attracted a national student population?

### **Proposals for Change**

Marquette University simply does not have enough space for the students it currently has, let alone the students who will come here in the future. While at a glance, Marquette's housing shortage seems like an isolated problem belonging solely to the Office of Residence life, the side effects of the housing crunch are felt throughout the university as a whole institution. Beginning to look critically at the current housing shortage will lead to also finding answers to other problems facing the university, such as enrollment yield erosion and tuition dependency. I have



four main proposals for change for Marquette University to consider making to begin to solve the problem of Marquette's housing shortage.

First, Marquette University needs to become less dependent on tuition dollars. The connection between tuition revenue, Marquette's financial stability and over enrollment is too strong. The university needs to diversify its sources of funding and revenue outside of tuition money, by increasing income from investments, endowments and trying to increase financial gifts to the university.

Second, Marquette University's Office of Residence Life should selectively ungender the residence halls. Keeping single-sex living options for males and females in the form of O'Donnell Hall for males and Cobeen Hall for females and gender exclusive floors in halls with community bathrooms such as McCormick Hall and Schroeder Hall, the other five undergraduate halls with private bathrooms should be ungendered. Modeling this change after the co-ed floor in Straz Tower, I propose that the floors with private bathrooms in Abbottsford Hall, Carpenter Tower, Humphrey Hall, Mashuda Hall and Straz Tower be divided as half female/half male, with the floor split at the common room in the middle of the floor. This change would provide more flexibility to the Office of Residence Life and would maximize usable space in the residence halls to fairly house as many students as possible, regardless of their gender.

Third, Marquette needs to be acting like a national university, rather than a regional one, if it would like be considered as such. To make Marquette an attractive option for students who live outside of the Midwest, Marquette should be more accommodating to students from the East and West coasts. Marquette should consider learning from the practices of University of Wisconsin-Madison, which leaves its residence halls open during spring break and provides easy storage for students, a helpful accommodation for students who do not live nearby during

summers and also boasts an astronomically high enrollment yield rate. Keeping residence halls open over short breaks, providing storage services to students and abolishing the 24 vacancy rule after final exams for students who need more time than that to get home, would help increase Marquette's reputation as a school for any student, not just students from eleven states in the middle of the United States.

Fourth, the Office of Residence Life needs to recognize the problems that exist with the current junior and senior housing situation and make motions to become more of a resource for students searching for housing. While Mary Janz claimed that Residence Life does not encourage the student-led housing craze in the beginning of a student's sophomore year, Marquette actually relies on these off-campus apartment landlords to house the junior, senior, and graduate students whose apartments are being increasingly turned into residence halls for first and second-year students. Despite what officials in the Office of Residence Life believe, there are no apartments in the off-campus market that are equivalent to the on-campus apartment options in terms of lease flexibility, location, price and amenities. To live in an off-campus apartment that is furnished for one semester only in an apartment complex like the Marq or the Ivy would be multiple hundreds of dollars more than what it costs to live in a furnished apartment in one of the Campus Town buildings, before adding in the upcharge for needing a shortened lease.

In the end, the only long-term solution to Marquette's long-term housing problem is to expand; Marquette needs to seriously consider adding more living space for all residential students as the university is trying to grow and expand. To ensure the university's long-term financial and educational success as well as the best possible college experience for Marquette students, the housing shortage and all of its the contributing factors are ones that need to be



addressed, the sooner the better or the university will continue to be held back by limiting structures and policies.

### Works Cited

- "Editorial: Humphrey Switch Shows Lack of Foresight in Planning." *Marquette Tribune* [Milwaukee] 23 Oct. 2014. Print.
- "Facts." *University of Wisconsin–Madison*. Web. 01 May 2015.
- Born, Jacob. "Marquette Makes Housing Changes to Dorms." *Marquette Tribune* [Milwaukee] 30 Aug. 2012: n. pag. Web.
- Kwidzinska, Anna. "Housing Rules Change for All Students." *Marquette Tribune* [Milwaukee] 11 Nov. 2004: n. pag. *Marquette Tribune*. Web.
- Kwidzinska, Anna. "University Searching for Housing Options." *Marquette Tribune* [Milwaukee] 2 Nov. 2004. Web.
- Lopez, Mark H., and Ana Gonzalez-Barrera. "Women's College Enrollment Gains Leave Men Behind." *Pew Research Center*. Pew Research Center, 06 Mar. 2014. Web. 01 May 2015.
- "Marquette Drops Plans for New Dorm." *Milwaukee Sentinel* [Milwaukee] 5 June 1993: n. pag. Print.
- Marquette University. "Headcount Enrollment & Percent Headcount Enrollment of First-Time, Full-Time Freshmen by Varied Categories: Fall Semester Census 2010 through 2014." Web. 20 Apr. 2015.
- Marquette University. *Marquette University Financial Performance Dashboard*. Marquette University, 2014. Web. 12 February, 2015.
- Sauer, Taryn. "Housing Hardships." *Marquette Tribune* [Milwaukee] 10 Mar. 2005. Web.
- Sheaffer, Amanda. "Housing Conversion Criticized." *Marquette Tribune* [Milwaukee] 25 Jan. 2005. Web.



## **Appendix A**

### **Prepared Interview Questions: Adam Stout 2/12/2015**

1. How many spots at Marquette does admissions offer, on average, every year?
2. Is there a target number given to Admissions or does it all depend on the yearly applicant pool?
3. How many applications did you receive last year? How many applications were received this year?
4. What is the method of predicting how many people will deposit at Marquette? Can you explain it to me in detail?
5. How many people deposited last year? How many are you anticipating this year?
6. What happens when more students deposit than has been predicted? Do you view it as a bit of a risky gamble?
7. The new Humphrey Hall conversion from apartments to dorms has been rumored to be intended rooms for freshmen students starting in Fall 2015. Do you know if this space is being added to account for overflow from this year's freshmen and transfer class or is the university planning on consistently larger class sizes?
8. I listened to President Lovell's address and got the sense that the university is trying to be a bit more selective going forward than it's been in past years, is this true?
9. Why do you think more people are depositing and coming to Marquette than they have in part years? Are they?
10. How closely linked are housing and admissions?
11. Do you accept deposits from more students than we have beds for?
12. Do you think there is a housing shortage? Is this a problem? If so, what is a potential solution?

## **Appendix B**

Prepared Interview Questions: Mary Janz 2/16/2015

1. Are Marquette's dorms overfilled right now? If so, can you explain the reasons for that?
2. When more students enroll here than admissions anticipate, how does the Office of Residence Life adjust?
3. If the university admits larger classes in the next few years, how will upperclassmen on campus housing (such as Campus Town) be affected? Has that been apart of the housing conversation?
4. Do you think that having gender specific dorms and floors are/will be limiting for housing in the future?
5. Why was the decision made to convert Humphrey Hall to dorms made?
6. How many of the Humphrey units were filled to capacity? Why do you think kids would buy apartments out?
7. With the conversion of Humphrey Hall to freshmen/underclassmen dorms, do you think that the university is preparing to admit larger classes?
8. How is ORL preparing for upperclassmen housing selection next year after so many rising juniors couldn't get University Apartments for 2015-2016?
9. Does ORL prioritize underclassmen housing needs and expect, in a way, that upperclassmen housing overflow can be handled by the off campus apartment landlords?
10. Have there been any discussions about expanding upperclassmen housing in the next few years, especially considering the loss of units from Humphrey?